# Defense Technical Information Center

# Strategic Plan
# 2007-2012

## Information for the Defense Community

Approved for Public Release

# DEFENSE TECHNICAL INFORMATION CENTER
# STRATEGIC PLAN (2007-2012)

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*Information for the Defense Community*

# Administrator's Message

The Defense Technical Information Center (DTIC) serves as a vital link in information transfer among Department of Defense (DoD) personnel, contractors and potential contractors as well as other U.S. Government agencies and their contractors. Since our inception at the end of World War II, we have fulfilled this mission by providing authenticated content and state-of-the-art information tools. However, no organization remains pre-eminent resting on past accomplishments. To continue to serve as a vital link, we must possess a clear vision of our goals and an innovative culture, able to respond rapidly to our customers' needs in the fast-paced world of information exploitation.

21st Century wars may no longer be fought solely against nation states but also against small groups of extremists, who may use modern technology and unconventional weapons including biological agents, improvised bombs, and small nuclear devices to attack the U.S. and our allies. As the focus of the nation's defense priorities shifts to counter these threats, DoD scientists, engineers, program managers and others simply will not have time to sift through mountains of data to uncover the essential pieces of information that will meet critical requirements. It is imperative to our nation's technological superiority that DTIC takes an innovative, leading role in providing essential information rapidly, accurately and reliably to support DoD's newly-emerging priorities.

In this era of ever-changing technology and shifting requirements, the value of central information sources, like DTIC, which acquire, organize, and disseminate information for others, becomes more apparent. Our information expertise will ensure we do our part to provide authorized access to information worldwide. In addition, emerging technologies and a flexible, well-trained workforce will develop the innovative processes and tools needed to ensure America's information superiority. The implementation of an information gateway to Defense-related information will serve as the centerpiece of our Information Agility initiatives.

This Strategic Plan serves as DTIC's road map to the future and guides us in establishing the annual goals we need to meet along the way. It helps us measure how far we have come towards achieving our goals and to recognize where we need to adjust our direction in order to reach our planned destination. As the Executive Authority of this agency, I fully endorse this five year Strategic Plan and confirm my commitment to providing leadership to ensure its successful implementation.

R. Paul Ryan
*Administrator*

# The DTIC Vision

## *"Strengthening the Nation's Defense through innovations in information discovery, analysis, and dissemination"*

The technological superiority of the American warfighter ensures our national defense in this era of rapid technology changes, unconventional weapons proliferation, and terrorist threats. The driving force behind that technological edge is DoD's robust research, development, test and evaluation (RDT&E) community. DTIC provides this community with the information collections and information services, tools and processes that are needed to perform their mission.

DTIC foresees a future where our customers will be able to access multiple information resources both within the DoD and worldwide with a single system sign-on. They will be able to perform a unified search that simultaneously locates relevant data in all the appropriate resources regardless of the system's native format or environment. The results will be returned to the user for further analysis with online tools or full format presentation.

This envisioned future will provide the RDT&E community with the information agility needed to counter the new threats of 21st century warfare. DoD scientists, engineers, warfighters, program managers, acquisition professionals, decision-makers and others will not have time to sift through mountains of data to find key pieces of information to meet critical deadlines. The advanced information discovery, analysis and collaboration tools that DTIC plans to implement will provide information rapidly, accurately and reliably while effectively responding to dynamic changes in our customer's information needs. Collaboration and knowledge-sharing tools will be available for forming virtual research communities, locating other specialists in the field, and creating online, community-authored knowledge bases.

DTIC will face several challenges in implementing this information gateway to Defense-related information. These challenges cover a broad range of issues including translating customer needs into system requirements, technology selection and implementation, computer-human interface design, efficient resource management, workforce training and organizational change management. Our Strategic Objectives focus on our strategies to meet these challenges while our Operational Goals discuss the actions to be taken. Using the strategic plan as our roadmap, the DTIC vision of ***Strengthening the Nation's Defense through innovations in information discovery, analysis, and dissemination*** will become a reality.

# Organization and Mission

The Defense Technical Information Center (DTIC) traces its beginnings to the Air Documents Division of the Air Technical Service, United States Army Air Corps. At the end of World War II, this division was formed to collect and catalog scientific and technical documents from the war period. For more than 60 years, DTIC has been a vital link in the transfer of information within the broader Defense Community. This community includes DoD personnel, DoD contractors and potential contractors, other U.S. Government agencies and their contractors, as well as Congress, our allies, and other defense-related organizations. On 4 June 2004, DTIC was designated as a DoD Field Activity under the Office of the Under Secretary of Defense for Acquisition, Technology and Logistics reporting to the Director, Defense Research and Engineering (DDR&E).

The Center consists of six Directorates and the Information Analysis Centers (IAC) Program Management Office reporting to the DTIC Administrator. DTIC Headquarters is located at Fort Belvoir, Virginia. DTIC's four Regional Offices are located in Dayton, Ohio; Albuquerque, New Mexico; Boston, Massachusetts; and Los Angeles, California. DTIC's blended, diverse workforce consists of both government and contract personnel with expertise in technical information, information technology and program management.

DoD Instruction, Number 3200.14, *Principles and Operational Parameters of the DoD Scientific and Technical Information Program,* defines DTIC's mission and functions in relation to the DoD Research, Development, Test and Evaluation (RDT&E) programs. Under this instruction DTIC is responsible for the acquisition, organization, retrieval, analysis and dissemination of information produced by, for or about the RDT&E programs. In addition, DTIC is responsible for providing information services that support the information needs of the researchers, acquisition and logistics professionals, warfighters, program mangers, and decision-makers working in RDT&E or DoD Components.

# Mission Statement

DTIC's mission is to provide essential, technical RDT&E information rapidly, accurately and reliably to support our DoD customers' needs.

***We accomplish our mission by:***

Providing centralized operation of scientific, technical and related defense information services, databases, systems, or networks for the acquisition, organization, retrieval, and dissemination of information to support the Defense Community

Developing and improving DoD Scientific and Technical Information (STI) and Defense Information systems through the continuous application of advanced, innovative processes, techniques and technologies for information discovery, analysis and dissemination

Assuring information security and integrity while improving customer access through the enhancement and application of the latest guidance and technologies for system security, user authentication, access control and single sign on

Managing the DoD Information Analysis Centers program

Performing outstanding Customer Service including extensive user training and outreach programs

# Guiding Principles

***We are Committed to:***

Valuing our customers and understanding their requirements initially and continuously

Meeting our customers' changing needs through continual technological evolution, information agility and process innovation

Adopting structured change management processes to ensure success

Remaining the premier DoD resource for scientific, technical and Defense information

Sustaining excellence in what we do

Building and retaining a flexible, well-trained workforce

Ensuring mission alignment with DoD and National Defense Initiatives

Complying with existing laws and adapting to legislative and regulatory changes

Improving internal business processes

Spending taxpayer dollars wisely

Being accountable for our actions

PERSPECTIVES

# Strategic Objectives

| PERSPECTIVES | Strategic Objectives |
|---|---|
| *Customer Perspective* | **We will provide outstanding customer service** |
| *Information Agility and Innovation Perspective* | **We will increase information resource awareness and discovery for the Defense community** |
| | **We will make access to information easier while improving information security and integrity** |
| | **We will expand our global information resources** |
| *Management Perspective* | **We will foster a corporate culture of continuous improvement and structured change management** |
| | **We will promote efficient resource management** |
| *Learning and Growth Perspective* | **We will attract, develop and retain the best talent available** |
| | **We will ensure a fair, equal and safe work environment** |

STRATEGIC OBJECTIVE

# Operational Goals

***Provide outstanding customer service***

## *Improve our Understanding of User Requirements for New Products & Services*

Understanding our customers' information needs is the first step in providing outstanding customer service. DTIC will solicit, analyze and document user requirements by:

- Redesigning our annual customer survey
- Developing targeted surveys aimed at specific user groups such as Web site sponsors
- Increasing the number of outreach meetings with laboratory scientists, Defense program managers, and other non-traditional DTIC users

These requirements will form the foundation for our information agility and continuous improvement programs.

STRATEGIC OBJECTIVE

# Operational Goals

***Provide outstanding customer service***

## *Expand Customer Use of Products and Services*

The wealth of information available through DTIC can be daunting to new users. DTIC will increase marketing efforts to expand knowledge of DTIC's valuable resources throughout the National Security and Defense communities. In addition, we will investigate augmenting our traditional user training classes with distributed learning modules, online Web site tutorials and Web casts to make training and conference sessions more cost-effective and readily available.

## *Increase Customer Satisfaction*

Customer satisfaction relies on prompt, easy resolution of customer problems. DTIC will evaluate our customer support communication systems for areas of improvement including simplifying our 1-800 phone service and evaluating new technologies such as interactive online customer response and improved customer response tracking.

STRATEGIC OBJECTIVE

# Operational Goals

***Increase information resource awareness and discovery for the Defense community***

## *Improve Information Infrastructure*

Effective decision making within the Defense Community depends on information. Data that is unknown, inaccessible, or incorrect leads to duplication of effort, delays and failures in reaching goals, and additional risks to our nation's security.

DTIC will continuously strive to integrate new technologies, processes and capabilities to improve our information agility. Current information infrastructure improvement efforts include:

- Increasing the exposure of our information to other Defense organizations
- Facilitating DTIC access to external data sources
- Providing unified, cross-platform searching capabilities across disparate data sources
- Implementing advanced information analysis and visualization tools
- Uniquely identifying information resources

STRATEGIC OBJECTIVE

# Operational Goals

***Increase information resource awareness and discovery for the Defense community***

## *Develop New Resources and Tools for Collaborative Research*

Strategic partnerships between the DoD Laboratories and other Federal, public, and private research organizations leverage the combined intellectual capital and science resources required to ensure technological superiority. DTIC is investigating and implementing new resources and technologies to assist in the formation and on-going efforts of these partnerships by:

–Providing online access to electronic directories of scientific researchers, organizations, and resources

–Creating customized Wiki, blog, project management, and content management applications that support collaborative research, data collection and authoring efforts

STRATEGIC OBJECTIVE

# Operational Goals

***Make access to information easier while improving security and integrity***

## *Simplify User Access*

Multiple user IDs, passwords, and sign on processes serve as barriers to users accessing information resources. DTIC is investigating and implementing new technologies to remove this barrier while maintaining secure user authentication and access controls. Employing Lightweight Directory Access Protocol (LDAP), in conjunction with Single Sign On technologies, we are well on the way to providing DTIC registered users with appropriate access to all our Web-enabled data sources with a single user ID and password.

DTIC will enhance its current capability by investigating:

- Single sign on opportunities, methods and technologies to access external systems
- The use of DoD Common Access Cards (CAC) and GSA's eAuthentication to expand the single sign on user group beyond DTIC registered users

STRATEGIC OBJECTIVE

# Operational Goals

***Make access to information easier while improving security and integrity***

## *Deploy Customized Portals*

Portal technology integrated with appropriate security controls provides a powerful means to map pathways to relevant information resources and essential applications wherever those resources reside on a network. DTIC currently provides portal implementations for the DoD Research and Engineering and DoD Antiterrorism communities. We will continue to enhance these portals while developing several new implementations including:

–A portal for the Advanced Distributed Learning community providing registration of course content and metadata search capability for locating learning modules worldwide

–A DTIC portal offering pathways to the vast amount of Defense related information based on:

- Professional roles
- Communities of interest
- Program interests

STRATEGIC OBJECTIVE

***Expand our Global Information Resources***

# Operational Goals

## *Increase Access to Global Information*

National Defense in the 21st Century is a global mission. Terrorists may strike anytime, anywhere using worldwide transportation and communication systems. Unstable nations may take advantage of nuclear and biological weapons proliferation to push their agendas through intimidation and possible attacks. Our best defense is foreknowledge of the enemy including the state of their tactics, tools and technological expertise. Avoiding surprise in an era of global technology advances depends on the quality and timeliness of our information. DTIC will increase access to international information resources by:

- Establishing information sharing agreements and partnerships with libraries and information centers in the U.S. government and allied countries
- Providing secure collaboration sites for international communities of interest
- Negotiating organizational access agreements with commercial and other scientific, technical and international information providers
- Working with the DoD Global Technology Development Database organizations to provide assistance in document organization and dissemination for foreign technology reports

STRATEGIC OBJECTIVE

# Operational Goals

## *Expand our Global Information Resources*

### *Expand DTIC's International Coverage*

For its existing collections, DTIC will focus acquisition efforts on the discovery and processing of additional DoD documents of interest to international affairs and technology assessment analysts. We will also investigate the possibility of developing a collection of DoD technical, tactical and related international information.

STRATEGIC OBJECTIVE

# Operational Goals

***Foster a corporate culture of continuous improvement***

## *Encourage a Resilient Organization*

Just as the military must be more resilient to respond to its new global mission, DTIC must become a more resilient organization to meet the rapidly and continuously changing information needs of our customers. We will accomplish this by:

- Creating cross-directorate, ad hoc working teams that are acknowledged for their innovation, continuous improvement, problem solving, and accomplishments
- Providing training opportunities to develop skills in leading change management teams and working in a virtual organization
- Building a more flexible, open information infrastructure to support experimentation and rapid prototyping

STRATEGIC OBJECTIVE

# Operational Goals

***Foster a corporate culture of continuous improvement***

## *Reexamine Current Processes, Products and Services*

DTIC's commitment to providing the innovative processes and tools needed to ensure America's information superiority requires continuous review, revision and redesign of our operations, products and services. To encourage and accomplish this, we will:

- Expand the use of Lean Six Sigma reviews for our current processes
- Create Product and Service review teams to assess the continuing demand and effectiveness of our products and provide recommendations on continuation and suggestions for content, format, timeliness and presentation improvements
- Investigate and prototype innovative information technologies for application at DTIC
- Foster increased contacts with our current and potential user communities through conference and professional meeting attendance

STRATEGIC OBJECTIVE

# Operational Goals

***Promote efficient resource management***

## *Demonstrate a Return on Investment*

Government organizations, like successful businesses, must manage their resources to show a return on investment. Within DTIC, taxpayer dollars must be accounted for and invested wisely. To ensure DTIC makes the best possible use of its resources, we will fully implement Performance Based Budgeting to achieve specific objectives based on program goals and measured results.

Actions DTIC will take include:

- Completing our implementation of Activity Based Costing to accurately allocate costs to current products and services and improve cost estimates for new initiatives
- Using “best practices” for professional project planning and management
- Improving processes for tracking reimbursable costs
- Refining and developing new performance measures to show return on investment

STRATEGIC OBJECTIVE

# Operational Goals

## *Attract, develop and retain the best talent*

### *Personnel Planning, Development & Performance*

A well-trained, high-performing, and dedicated workforce is DTIC's greatest asset. Like most Federal agencies, DTIC will see greater staff turnover in the next 10 years as more employees reach retirement age. DTIC must act now to ensure that policies and programs are in place to:

- Identify the essential skills required to support the goals of DTIC's Strategic Plan and prepare mentoring and developmental assignments to grow those skills
- Expand education and training opportunities to prepare employees for new responsibilities
- Attract talented new hires through recruitment and internship programs
- Work closely with colleges and universities that have educational programs that meet our specialized needs
- Investigate opportunities for part time and other flexible work arrangements to retain employees who are nearing retirement
- Implement the National Security Personnel System when scheduled

STRATEGIC OBJECTIVE

# Operational Goals

***Ensure a fair, equal and safe work environment***

***Continue to promote and monitor compliance with equal employment legislation, workplace health and safety regulations, and workforce security policy***

DTIC strives to be the employer of choice within the Department of Defense. We incorporate current initiatives into our business practices that enhance the work environment for applicants and employees.

# APPENDICES


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# Appendix A ALIGNMENT OF STRATEGIC GOALS

DTIC's Strategic Goals are aligned with those of the DDR&E and AT&L as well as the DoD *Quadrennial Defense Review* and the *President's Management Agenda*, thereby ensuring support for the long term strategies of the Department of Defense and the Nation.

## *Alignment of DTIC Strategic Goals to…….*
## *…… DDR&E Goals*

| ***DTIC Strategic Goals 2007-2012*** | *1. Provide Outstanding Customer Service* | *2. Increase Information Resource Awareness and Discovery* | *3. Make Access to Information Easier While Improving Information Security and Integrity* | *4. Expand Our Global Information Resources* | *5. Foster Corporate Culture of Continuous Improvement* | *6. Promote Efficient Resource Management* | *7. Attract, Develop and Retain the Best Available Talent* | *8. Ensure a Fair, Equal and Safe Work Environment* |
|---|---|---|---|---|---|---|---|---|
| ***DDR&E Goals*** | | | | | | | | |
| *1. Investments deliver innovative, product-ready technology.* | | | ✓ | ✓ | ✓ | ✓ | | |
| *2. Joint and Interoperable is the way of doing business.* | | ✓ | ✓ | | | | | |
| *3. Vibrant S&T Program that delivers results and attracts highly capable people.* | | ✓ | ✓ | | | ✓ | ✓ | ✓ |
| *4. S&T processes deliver maximum value for the tax dollar.* | | | | | ✓ | ✓ | | |

## *Alignment of DTIC Strategic Goals to…….*
## *…… AT&L Goals*

| ***DTIC Strategic Goals 2007-2012*** | ***1. Provide Outstanding Customer Service*** | ***2. Increase Information Resource Awareness and Discovery*** | ***3. Make Access to Information Easier While Improving Information Security and Integrity*** | ***4. Expand Our Global Information Resources*** | ***5. Foster Corporate Culture of Continuous Improvement*** | ***6. Promote Efficient Resource Management*** | ***7. Attract, Develop and Retain the Best Available Talent*** | ***8. Ensure a Fair, Equal and Safe Work Environment*** |
|---|---|---|---|---|---|---|---|---|
| ***AT&L Goals*** | | | | | | | | |
| ***1. A high performing, agile, and ethical workforce.*** | | | | | ✓ | ✓ | ✓ | ✓ |
| ***2. Strategic and tactical acquisition excellence.*** | ✓ | ✓ | ✓ | | | ✓ | | |
| ***3. Focused technology to meet Warfighting needs.*** | ✓ | ✓ | ✓ | | | ✓ | | |
| ***4. Cost-effective joint logistics support for the Warfighter.*** | | | ✓ | ✓ | | ✓ | | |
| ***5. Reliable and cost-effective industrial capabilities sufficient to meet Strategic objectives.*** | | | ✓ | | | | | |
| ***6. Improved governance and decision processes.*** | | ✓ | ✓ | | ✓ | ✓ | | |
| ***7. Capable, efficient, and cost-effective installation.*** | | | | | | ✓ | ✓ | ✓ |

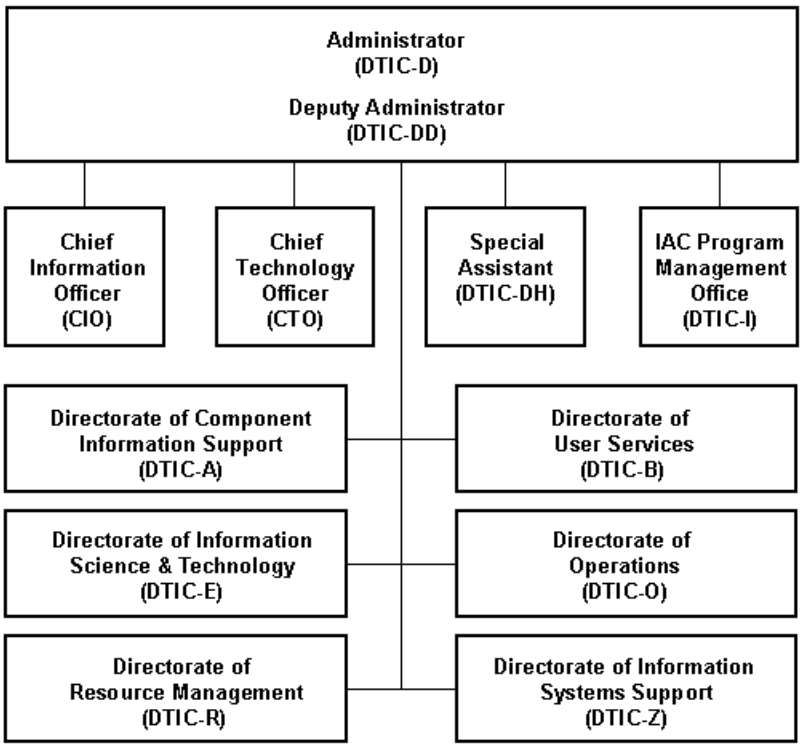
## *Alignment of DTIC Strategic Goals to…….*
## *…… DoD Quadrennial Defense Review*

| ***DTIC Strategic Goals 2007-2012*** | *1. Provide Outstanding Customer Service* | *2. Increase Information Resource Awareness and Discovery* | *3. Make Access to Information Easier While Improving Information Security and Integrity* | *4. Expand Our Global Information Resources* | *5. Foster Corporate Culture of Continuous Improvement* | *6. Promote Efficient Resource Management* | *7. Attract, Develop and Retain the Best Available Talent* | *8. Ensure a Fair, Equal and Safe Work Environment* |
|---|---|---|---|---|---|---|---|---|
| ***Quadrennial Defense Review Strategic Goals*** | | | | | | | | |
| *1. Defeating Terrorist Networks* | | | | | | | | |
| *2. Defending the Homeland* | | ✓ | ✓ | ✓ | | | | |
| *3. Shaping the Choices of Countries at Strategic Crossroads* | | ✓ | ✓ | ✓ | | | | |
| *4. Preventing Hostile Actors from acquiring or using Nuclear or Biological Weapons* | | | | | | | | |

## *Alignment of DTIC Strategic Goals to…….*
## *…… President's Management Agenda*

| ***DTIC Strategic Goals 2007-2012*** | ***1. Provide Outstanding Customer Service*** | ***2. Increase Information Resource Awareness and Discovery*** | ***3. Make Access to Information Easier While Improving Information Security and Integrity*** | ***4. Expand Our Global Information Resources*** | ***5. Foster Corporate Culture of Continuous Improvement*** | ***6. Promote Efficient Resource Management*** | ***7. Attract, Develop and Retain the Best Available Talent*** | ***8. Ensure a Fair, Equal and Safe Work Environment*** |
|---|---|---|---|---|---|---|---|---|
| ***President's Management Agenda*** | | | | | | | | |
| ***1. Strategic Human Capital Management*** | | | | | ✓ | ✓ | ✓ | ✓ |
| ***2. Competitive Sourcing*** | | | | ✓ | | | | |
| ***3. Improving Financial Performance*** | | | ✓ | | | ✓ | | |
| ***4. Expanding Electronic Government*** | ✓ | ✓ | ✓ | ✓ | | | | |
| ***5. Budget and Performance Integration*** | | | | | | ✓ | | |

# Appendix B Organization Structure



# Appendix C Core Functions

*Our core functions include*

**Collect Information:** Acquisition and receipt of documents, summaries and other records for input to the Research & Engineering (R&E) databases that DTIC holds as a central repository

**Format/Process/Preserve Information:** Creation of descriptive and subject metadata for retrieval, digitizing paper documents, converting scanned documents to full-text electronic documents and converting to microfiche for preservation, assigning Handles for persistent identification, and preserving security classifications and markings

**Disseminate Information:** Distribution and fulfillment of requests and orders such as documents, citations, bibliographies, summaries and records for database collections in all formats and mediums

**Customer Information Assistance:** Marketing and registration services, providing reference, retrieval, referral, current awareness, document delivery and billing services, providing training programs, and conducting user conferences, seminars, exhibits, tours and briefings

**Information Science and Technology:** Developing scientific and technical information research and development projects such as a prototype that utilizes a digital objects repository and open URLs, metadata extraction capability, data visualization, e-learning, and secure/authenticated access to repositories

## Appendix C

# Core Functions

*Our core functions include*

**Component Information Support:** Providing integrated solutions and technical applications to support the information acquisition, collaboration, analysis and dissemination needs of DoD Components in order to improve decision making and support for the warfighter. We are developing and hosting more than 100 DoD, public, limited and classified Web sites, portals and customized databases of R&E program and anti-terrorism information.

**Information Analysis Center (IAC):** Activities that contribute to the management of DTIC sponsored IACs that collect, analyze, synthesize and disseminate worldwide STI in support of DoD critical technologies and the warfighter

**S&T Information Partnership Activities:** Actively participating in national and international information standards organizations, interagency and professional information organizations to learn new techniques and share processes for interoperability and efficiency

## Appendix D

# External Customers

***Our primary duty is to serve the Director, Defense Research and Engineering. Other customer groups include***

***Executive Branch***

Executive Office of the President

Secretary of Defense

Military Services/DoD Components

Other Government Agencies

***Others***

Congress

Defense Contractors

Other Federal Government Contractors

International Governments

State and Local Governments

Academia

Industry

American Citizens

# Appendix E Demographic Outlook

***Demographic factors external to the agency impact the achievement of our goals. During this period, we anticipate an increase in***

Succession planning needs and loss of knowledge, especially in light of retirement peak

Competition for talent

Demand for management and leadership skills

Need to attract and cultivate additional high performers in the Defense workforce

Interest in periodic rather than lifetime Government service

Desire for enhanced workspace flexibilities

Number of veterans and diversity in the workforce

Concern about safety and security issues

Virtual workplaces

Appendix F

# Program Evaluation and Implementation

Many of the operational goals outlined in the Strategic Plan relate to issues identified in prior or current evaluations conducted by DTIC or the Defense Department

## *Internal Evaluations In-Progress or Planned*

| Description of Evaluation | Purpose | Schedule | Goals |
|---|---|---|---|
| **Budget Core Functions Performance Measures** | Monitors progress towards achieving performance-based budget outcomes linked to the Strategic Goals and support budget submissions. | Quarterly Reviews will be conducted beginning FY07. | 1; 2; 3; 6. |
| **Code of Service** | Evaluates efforts to meet level of service commitments to our Customers. | Quarterly Reviews are underway and will continue throughout planning cycle (2007-2012). | 1; 2. |

## *External Evaluations In-Progress or Planned*

| Description of Evaluation | Purpose | Schedule | Goals |
|---|---|---|---|
| **Defense Biennial Review of Defense Agencies and DoD Field Activities.** | Ensure 1) "There is a continuing need for each such Agency and Activity" and 2) ascertain whether "provision of those services and supplies by each such Agency and Activity, rather than by the Military Departments; is the most effective; economical; or efficient manner" for providing the services. | Independent program evaluation will begin in FY07. | 1; 2; 3; 4; 5; 6; 7; 8. |

DEFENSE TECHNICAL INFORMATION CENTER
EXCELLENCE IN INFORMATION
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